

Defense Travel System

Phase II Deployment Plan



Version 2.0

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Intended for use with the DTS, Jefferson Release and above.

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Document Approval Page

The following organizations have approved this document as evidenced by signature and date contained herein.*

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** Note: Original signatures are on file at the PMO-DTS.*

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1 EXECUTIVE SUMMARY

The Defense Travel System (DTS) is envisioned to be a seamless, paperless, temporary duty travel system that meets the needs of individual travelers, force commanders, and process owners associated with official Department of Defense (DoD) temporary duty travel (TDY). The system will reduce administrative costs to the government, support defense mission requirements, and provide superior customer service to the traveler and to the command. The DTS will provide the means to make arrangements for transportation and lodging, determine the availability of government-provided messing, calculate a “should cost” estimate for the trip, authorize the trip based on mission requirements, facilitate ticketing, perform budget module functions, and facilitate payments for traveler claims.

The requirements referenced in this document describe in general terms the required resources needed for successful system implementation. For example, this document provides information on technical requirements for personal computers at the sites (supporting hardware and software configuration), and describes how the validation schedule for the Defense Accounting and Disbursement Systems (DADS) will be taken into consideration.

The Program Management Office-Defense Travel System (PMO-DTS) works closely with the prime contractor, Northrop Grumman Mission Systems (NGMS), to deploy the system to the user community.

The PMO-DTS/NGMS Fielding Team (referred to as the Fielding Team from now on) is planning a staggered fielding approach. Phase I of the deployment consisted of pilot sites within the Air Force, Army, Navy, Marine Corps, and Defense Agencies (Agencies). Phase II is the deployment of the DTS to the Services and Agencies, approximately 250 sites, which either process a high volume of travel, have a large population, or are preferred by the Services and Agencies. Phase I and II fielding efforts are conducted under the guidance of the PMO-DTS.

Phase III includes all remaining DoD sites, generally with smaller populations and travel populations. There are several thousand of these locations, dispersed across the continental US and around the world. The Services and Agencies are responsible for funding Phase III fielding efforts. Phase II and Phase III fielding efforts may be conducted concurrently.

In order for DTS to be a success at each site, several decisions regarding organizational setup need to be made. In addition, the success of each fielding effort depends on the readiness and diligence of planners and participants in the site customization process. A team of key local personnel at each site will work with the Fielding Team and Service/Agency personnel to gather the required data to field DTS at their site. The data is gathered during several meetings during which the Fielding Team identifies the users, defines the electronic routing, and defines the document access controls within the installation. This data gathering and loading must occur at each site prior to DTS being used at the site.

A site’s DTS fielding effort is complete when the system is installed and setup, and travelers begin processing travel through the DTS. Successful fielding efforts will also include completion of designated user training and establishment of help desk procedures. In addition to the PMO-DTS assisting with establishing the help desk procedures at each site, NGMS will manage a centralized help desk for Authorized Callers to contact if they cannot resolve the issue at the site level.

2 INTRODUCTION

The DTS is the product of the Department of Defense (DoD) Temporary Duty (TDY) Travel Reengineering Initiative. The DTS delivers a fair and equitable travel system that:

- Meets operational requirements
- Improves service to DoD's customers.
- Reduces overall government costs

The system is projected to process all of DoD's travel volume by Fiscal Year (FY) 2006. By that time, most traditional travel computation systems and the Service or Agency-managed commercial travel contracts used for temporary additional duty (TAD) or TDY travel will have been phased out.

2.1 Scope

The Deployment Plan outlines the essential elements of the fielding process of the DTS. This document describes the DTS from a high level perspective and defines who is responsible for completing specific fielding actions and for providing the necessary resources. The plan relies heavily on performing well-coordinated tasks and actions prior to actual onsite fielding.

This plan describes how to field the system to military and defense agency users worldwide by the end of Fiscal Year (FY) 2006. The PMO-DTS, NGMS, and Service/Agency representatives have unified and coordinated their efforts to produce this Deployment Plan. It also includes steps necessary to interface with supporting logistic, administrative, security, transportation, and financial organizations.

This plan is not a stand-alone document; rather it serves as the base document from which more detailed Service, Agency and site fielding plans may be designed. For example, the Site Fielding Guide provides a customizable plan for fielding DTS to an installation. The checklist is offered as guidance and is not all-inclusive and will have to be tailored to meet specific Service or Agency and/or site requirements.

The fielding schedule, developed by the Services and Agencies and the PMO-DTS, prioritizes sites based on total TDY travel volume. Other criteria taken in consideration are the sites readiness to connect to supporting financial and accounting systems, and the strategic value of the installation (i.e. is it a headquarters that needs to be fielded before it's subordinates units can use DTS).

As a result, during Phase II, the system will be fielded starting at designated Service/Agency sites that clearly generate the highest volume of travel or meet Service/Agency criteria. Every effort has been made to identify and consider all internal and external factors impacting the site fielding of this system. The scheduled testing of the Defense Accounting and Disbursing Systems (DADS), Common Access Card (CAC) fielding, individual Service/Agency requirements [such as the Navy/Marine Corps Intranet (NMCI)], Commercial Travel Office (CTO) contracts, and infrastructure assessments are all taken into consideration. Other activities that may affect site deployment are availability of training, fielding, and business process analysis personnel. Scheduled events are the result of a variety of constraints and are, therefore, subject to change.

This document will not revisit information that other documents address in greater detail. This document will refer to other documentation as necessary. The reader will benefit most when the plan is used in conjunction with information and documentation contained on the PMO-DTS and DTS websites.

The PMO-DTS website (www.dtic.mil/travelink) describes the PMO-DTS's mission and functions. The DTS website (www.defensetravel.osd.mil/) provides access to the DTS application, and also includes documentation on the system, training, fielding, and help desk.

2.2 Deployment Concept

The DTS will be fielded to the DoD in three phases. Phase I consists of fielding DTS to pilot sites chosen by each Service and selected Defense Agencies. Phase I and Phase II fielding efforts, when completed, will include those sites that cumulatively generate approximately 80% of total DoD ticket volume. The PMO-DTS will provide setup support and training at no cost to sites designated as Phase I and Phase II sites.

Sites that are not designated as Phase I or Phase II fall into the Phase III category. The Services and Agencies are responsible for fielding DTS to these locations and assume all related deployment costs. They may purchase setup support or training from the PMO-DTS for Phase III sites.

The PMO-DTS encourages each Service or Agency to include tenant organizations in the fielding process. Support activities, for example extensions of the Defense Commissary Agency (DeCA), or the Defense Logistics Agency (DLA), are often located as tenants on larger installations. If a Phase I or Phase II site has tenant organizations who are ready and capable of implementing the DTS, the PMO-DTS will incorporate them into the site's fielding plan.

2.3 Deployment Plan Point of Contact

Questions or comments concerning this deployment plan should be directed to the:

Program Management Office - Defense Travel System
ATTN: Fielding Branch Chief,
Crystal Square 4, Suite 100,
1745 Jefferson Davis Highway,
Arlington, VA 22202-3402,

Commercial: (703) 607-1498
Defense Switching Network (DSN): at 327-1498
pmodts@osd.pentagon.mil

3 SYSTEM REQUIREMENTS

DTS is being deployed as a web-enabled application. Users will access the application through the DTS website, located at www.defensetravel.osd.mil/. The website connects users to the application located at the Central Data Center (CDC) in Fairfax, Virginia. The CDC is a secure facility where all DTS transactions are processed and stored, and that provides connectivity to the various Disbursing, Accounting, archiving, and travel reservation systems.

The PMO-DTS has defined minimum hardware and software specifications for DTS users. For the most up-to-date information, please refer to the Release Notes posted on the DTS website (www.defensetravel.osd.mil/).

The site is responsible for requesting and maintaining the appropriate security measures for DTS users. This includes the hardware and software necessary to support DTS, such as the PKI infrastructure (soft token or Common Access Card) and digital signature software (DBsign).

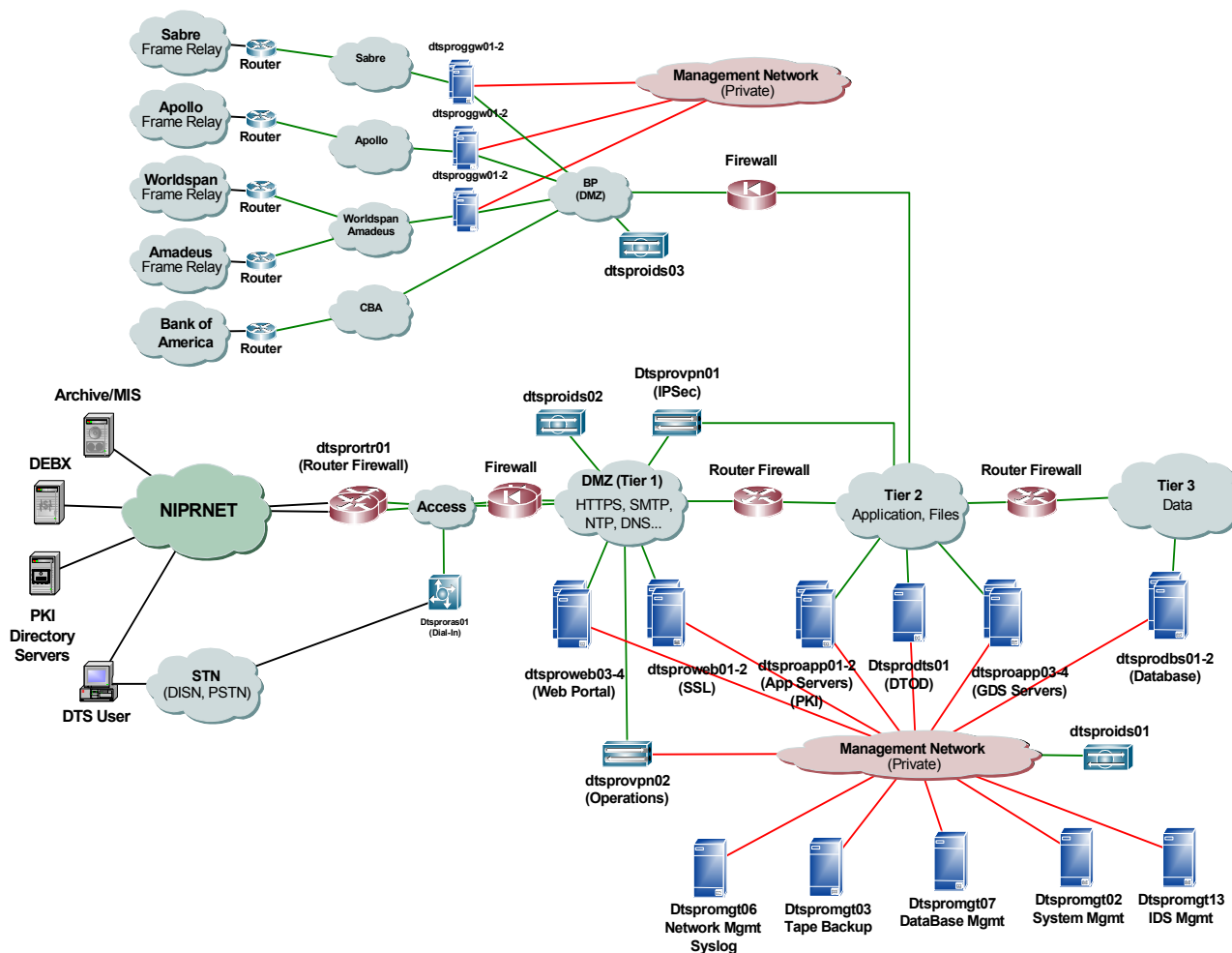
In addition to security requirements, there are financial and travel module interfaces that should be tested prior to using DTS. Though DTS will function without interface connectivity, the full benefits of the system will not be achieved.

3.1 Security

Each site is responsible for the appointment of a Designated Approving Authority (DAA) and site level certification as directed in DoD Instruction 5200.40, DoD Information Technology Security Certification and Accreditation Process (DITSCAP). The DTS contractor will provide the System Rules of Behavior to authorized DTS personnel. The site is responsible for processing and maintaining user access privileges to DTS. In addition, the site is responsible for implementing and maintaining the appropriate security measures (PKI soft token, digital signature, etc.) for their users who access DTS.

System security is always a primary concern for DoD systems, and DTS has been designed to protect users and to maintain the integrity of the data. When a traveler logs on to DTS, a secure session is initiated using Secure Sockets Layer (SSL) technology. SSL is an industry standard encryption technology that has been approved for use by DTS. SSL prevents outside sources from viewing DTS data while in transit.

The DTS also requires Travelers and Authorizing Officials to use digital signatures on travel documents in accordance with DoD policy. This functionality is provided via the use of DBsign, a small software application that is provided via a DoD-wide user license. This application can be downloaded via a link provided on the DTS website (www.defensetravel.osd.mil/). Note this application must be installed prior to using DTS.



3.1.1 Public Key Infrastructure (PKI)/Common Access Card (CAC)

DoD Public-key infrastructure (PKI) is the combination of software, encryption technologies, and services that enables DoD organizations to protect their communications and business transactions. The primary purpose of the DoD PKI is to provide individual users public key certificates. A typical DoD Organization's PKI implementation encompasses the issuance of digital certificates to individual users and servers, end-user enrollment software, integration with corporate certificate directories, tools for managing, renewing, and revoking certificates, and related services and support.

PKI technology has made digital documents with digital signatures equivalent to paper documents with hand written signatures. A PKI certificate is put on a computer diskette that is assigned to a user. Computer systems are enabled to read the disk and verify the user and the user's permissions.

The DoD is migrating to a multi-purpose “smart card” that uses PKI certificates for secure identification. This smart card, also known as CAC, will be used as a DoD ID card, for access control on secure computer systems, and other functions. The CAC requires special hardware and software to allow a computer to access the card to read the certificate. In order for CAC to

be operational at an installation, computers on the installation will need CAC readers and middleware (hardware and software).

It will be up to the site to ensure that all its DTS users are PKI registered. Policy dictates that digital signatures are necessary to access and use DTS. Digital signatures are also used by the Authorizing Official (AO) to authorize travel, by the traveler to submit actual travel expenses, by the AO to approve the travel voucher for payment, and by the transportation officer (TO) to approve payments for invoices on centrally billed accounts.

Digital signatures will be obtained from an installation's/entity's Local Registration Authority (LRA), who is connected to the DoD PKI. In the case of CAC, a Verifying Official (VO) will create, load, and issue the CACs. The DoD PKI is the responsibility of the National Security Agency with support from DISA. Software used by the DoD PKI complies with the Federal Information Protocol Standards 140-1. The National Institute of Standards and Technology developed these standards for the PKI medium business assurance level.

It is imperative that the Chief Information Officer (CIO) at each site, in coordination with the appropriate Service/Agency personnel, define whether PKI diskette or CAC will be used site-wide prior to DTS fielding. Additionally, all computers that will have DTS must be configured for a PKI diskette or a CAC. The fielding team will not field DTS to any site that does not have the capability to use PKI diskette or CAC. More details related to security guidance and responsibilities for the DTS security management is available in the DTS System Security Concept of Operations Version 2.0, dated July 30, 2000, and the DTS Security Policy. The location of these documents is listed in Section 10.3, Appendix C: References.

3.2 Defense Accounting and Disbursing System (DADS) Interfaces

The DADS consist of accounting, disbursing, and vendor payment systems. These systems form an integral part of DTS, providing the financial component of the system. The accounting systems verify Lines of Accounting (LOA) and obligate funding. The disbursing system reimburses the traveler for travel expenditures, while the vendor pay verify the Centrally Billed Account (CBA) invoices to enable the disbursing systems to pay the CBA or government charge card vendor invoices.

The DADS vary by Service, sometimes by major command within a Service. In order to develop a realistic deployment schedule, the PMO-DTS in conjunction with the Services and Agencies should:

- a) Identify the sites, organizations, and tenants where DTS will be deployed
- b) Identify all systems that interface with DTS at the site (including tenant activities)
- c) Determine the status of the interface between DTS and the supporting DADS
- d) Identify the testing timeline and be aware of the status of all validation tests for DTS interfaces at each site
- e) Identify all data necessary to activate the DADS, including
 - a. fiscal station number (FSN), authorizing account activity (AAA), or accounting and disbursing station number (ADSN) (varies by service)
 - b. DFAS field location

The PMO-DTS will coordinate with DFAS and DISA to ensure that DADS connectivity to the CDC is ready in time to support the site.

4 DTS FIELDING PROCESS

As stated in the overall deployment concept, the fielding of DTS will be conducted as a phased fielding approach. This document describes the fielding process for Phase I (already completed) and Phase II fielding efforts (ongoing). Phase III fielding efforts can be scheduled concurrent with Phase I or Phase II effort.¹

The DTS fielding effort is a cooperative effort between the Service/Agency representatives, the PMO-DTS, NGMS, and site personnel. Initial fielding schedules are developed between the Service/Agency representatives and the PMO. These schedules are dependent on local conditions, such as DADS testing, the result of infrastructure assessments, CTO connectivity, personnel availability at the site, etc.

The fielding effort then involves personnel from the site, NGMS, the PMO-DTS, and the Service/Agency office. Implementing DTS represents a change management effort at the site. Concepts and activities for a site to consider prior to the arrival of DTS can be found in Section 10.2, Appendix B: Change Management Process. Details on the various roles that participate in the fielding process can be found in Section 5: Roles and Responsibilities.

The same fielding approach will be used for both Phase I (Pilot site) and Phase II (Primary site). The approach will be three fold: initial planning, site preparation planning and site fielding. Details of these activities are described below. Phase I and Phase II sites will receive assistance from one of the Fielding Teams. The teams will work closely with the Service or Agency personnel to ensure the successful fielding of DTS at the individual sites. In Phase III, the Service or Agency will be responsible for implementing DTS, and will not receive assistance from a Site Fielding Team.

4.1 Phases I and II: Pilot Sites and Primary Sites

4.1.1 Initial Planning

During initial planning of DTS fielding, the PMO-DTS, Services, and Agencies must work closely to develop the deployment schedule. The schedule is dependent upon many factors, including, but not limited to, PKI/CAC readiness, total number of frequent travelers, duration of site setup, DADS interface operational readiness testing, and the sites' infrastructure readiness. During the initial planning, all factors must be examined and addressed. Once site-specific information is gathered, it will assist in establishing a deployment schedule for all Services and Agencies.

4.1.2 Site Preparation Planning

To begin fielding to a particular site, many coordination efforts must be underway prior to arriving at the site. The PMO-DTS, NGMS, and the site's Lead Defense Travel Administration (LDTA) will work closely together to establish a site visit, training schedules, meeting schedules, etc. in coordination with the appropriate Services and Agency Representative. The PMO-DTS Fielding Branch has developed a Site Fielding Guide (in a Microsoft Excel spreadsheet format) that contains most of the recommended tasks for deploying DTS to a site. The Site Fielding Guide also contains the recommended durations for each task, action POC, order of precedence, identifies key milestones and contains formulas that will build a proposed

¹ The Phase III Deployment Plan can be found on the DTS website (www.defensetravel.osd.mil/).

schedule based on the site's planned IOC (initial operating capability, i.e. the day that pre-selected organizations become operational at the site). The Fielding Team lead will work with the Site POC to ensure that they know how to use the Site Fielding Guide.

During the initial contact with the Site POC, the Fielding Team shall request the Site POC to complete an updated site pre-fielding checklists/questionnaires and a site organization chart, including a list of tenant organizations to the team. It is highly recommended that the Lead Defense Travel Administrator (LDTA) attend training in advance of her/his site's fielding. This training must be coordinated with the PMO-DTS early in the site's preparation planning period. The Fielding Team will be in constant communication with the Site POC or LDTA to ensure that fielding stays on schedule.

Prior to arriving on site for setup, the Fielding Team will verify:

- Coordination for a DTS orientation and fielding plan in-briefing to the installation/base commander and organization commanders/directors
- Status of all tasks on the Site Fielding Guide, which is a detailed checklist of items that are critical to a successful fielding effort.
- That training facilities are reserved to support the site's DTS training population. The facility must have the capability to support operation of the required training hardware and equipment.
- That the Site POC or LDTA is compiling training rosters for DTA classes.
- That the designated DTS trainees will be available to attend the DTS Training.
- Business process reviews of as-is processes have begun, to include organizational routing, document access permissions, organizational hierarchy, and document access group controls.

The Fielding Team shall coordinate with the Site POC or LDTA to meet with personnel responsible for site planning, training, setup, and establishing a help desk during the setup site visit to discuss roles and responsibilities throughout the fielding period. In addition, the Fielding Team will brief the site command/leadership on DTS and what actions will occur during fielding at that site.

4.1.3 Site Fielding

Once all the coordination efforts are complete and the site is ready to begin the setup process, a Fielding Team will travel to the site to provide consultation and assistance. The Fielding Team will have site presence for the duration of the setup process. They will be there to assist the site in training, DTS setup, help desk procedures, and user support.

The Fielding Team, in coordination with the Service/Agency representatives, will have initial meetings with the core group of users including DTA members, site leadership, and any other individuals selected by the site. The teams will also work closely with DTA members to gather data prior to the DTS setup. During this time the site's business processes will be reviewed and many of them modified to accommodate the DTS paperless process. This is a great opportunity for a site to reevaluate its business processes, however, changes are not necessary for DTS to be fielded.

It is important to note that DTS is automating travel procedures to comply with existing Joint Travel Regulation (JTR) and Joint Federal Travel Regulation (JFTR) guidelines. There will be instances where organizations are not in compliance with the JTR and JFTR. In those cases, DTS application will require them to comply with the appropriate regulations.

In addition to training and system setup, the Fielding Team will assist the site in making decisions regarding local help desk procedures and training individuals designated to be local help desk officials. The Fielding Team will also assist the site in making decisions about future training. In most cases the Fielding Team will setup the population for an entire installation, but will only train selected individuals within that site. Therefore, it will be the site's responsibility to train the remaining users. The Fielding Team will make recommendations on how this can be accomplished. Through the course of several meetings the Fielding Team and the site's POCs will discuss many aspects that need to be considered in the fielding of DTS, which include, but are not limited to setup, help desk, training, and business process modifications.

4.2 Phase III Sites: Remaining Sites

As previously stated, it will be the responsibility of the Services and Agencies to field those sites that have been classified as Phase III sites. However, support from the Services and Agencies and from NGMS should be available for each of the Phase III sites.

The Services and Agencies should be able to support the sites by using previously trained trainers from earlier site fielding efforts. For example, a recruiting station may be considered a Phase III site, therefore; the PMO-DTS will not provide a Fielding Team for that site. However, Services and Agencies could coordinate with nearby DTS sites to provide trained users and trainers to conduct training activities at the new location.

In addition, these sites will have access to a Toolkit, which will assist them in their efforts to field DTS. The toolkit will contain documentation and tools that will enable sites to perform all the activities that the Fielding Teams perform at Phase II sites. Sites will also be able to request training classes, setup support, user manuals, and Computer Based Training (CBT) from an Optional Services Catalog (OSC) posted on the DTS website (www.defensetravel.osd.mil/).

Sites will also be able to access a list of frequently asked questions (FAQs) which will be maintained on the DTS website (www.defensetravel.osd.mil/).

4.3 Fielding Schedule Planning

The PMO-DTS and the Service/Agency Representatives have coordinated a proposed list of sites that will receive DTS by the end of FY 2006. Each December 15th, the Services and Agency Representatives will provide the PMO-DTS a firm updated schedule of sites to be fielded in the next fiscal year. This will give the PMO-DTS time to plan and budget for the upcoming years fielding activities.

During the three deployment phases, the Services and Agencies will perform the following actions during each fielding phase:

4.3.1 Phase I (Pilot Sites) and Phase II (Primary Sites):

- 1) Conduct Site Preparation Planning:

- a. Provide detailed guidance to sites to ensure that Defense Travel Administration personnel are identified, prepared for training, and have started organizational setup based on PMO-DTS guidance.
 - b. Work closely with the Site POCs and Fielding Team to ensure that organizational setup is complete.
 - c. Ensure appropriate Site POCs, DTA members, Organizational DTAs (ODTA) attend quarterly DTA seminars.
 - d. Ensure that DTA/ODTA and AOs attend requisite PMO-DTS/NGMS sponsored training.
 - e. Identify Information Assurance POCs and request all criteria for using DTS at the site.
- 2) Conduct Site Fielding: Ensure Site POCs assist the PMO-DTS perform its government oversight responsibilities. Fielding activities include software installation and connectivity, establishment of organizations, groups and routing lists, and setup of user files.
 - 3) Conduct Site Post-Fielding Activities: Monitor the site to ensure the DTS is functioning, and that unresolved issues are properly managed to ensure systemic problems are resolved.

4.3.2 Phase III (Remaining Sites)

- 1) Responsible for implementing DTS at applicable Service or Agency sites.
- 2) Delegate site fielding responsibility to Service/Agency level.
- 3) Has option to contract for additional training and deployment assistance during this phase. Oversees site fielding of DTS at sites.
- 4) Ensures site DTA(s) attend Quarterly DTA Workshop/Seminar to provide Site POC(s) with an overview of DTS, setting up organizational structure, and routing lists.
- 5) During Site Fielding and Post Site fielding provides guidance to sites.
- 6) Ensure smooth transition from the old CTO contract to the new one (as necessary) without any interruption of travel services; enforce old contract transition provisions and coordinate the transition with the contractors involved.

5 ROLES AND RESPONSIBILITIES

This list concentrates on the deployment roles and responsibilities of positions that fall under the control of the Program Management Office-Defense Travel System, NGMS, and the Services and Agencies. Deployment requires total team integration, and the Government will play the lead role in the DTS fielding process, due to the requisite interactions that must occur among representatives of the deployment team, military system managers, DADS, DFAS, DISA, Defense Manpower Data Center (DMDC) and site commands. NGMS is the government's system integration contractor for this initiative.

5.1 PMO-DTS

The Program Management Office's responsibilities specific to each Service or Agency are covered in detail in each Memorandum of Agreement that is established between the PMO-DTS and each Service/Agency.

In general, the PMO-DTS will be responsible for the following deployment functions:

- a. Manage site fielding of DTS to Phase I and Phase II sites.
- b. Develop a task schedule that identifies required events for site fielding.
- c. Function as a liaison between NGMS and Services and Agencies to ensure software is installed and system connectivity to the CDC is verified.
- d. Perform Quality Control or Government oversight to ensure contract compliance.
- e. In coordination with the Services and Agencies, develop a site deployment schedule as designated by the Services and Agencies.
- f. Develop and maintain a web-based information exchange with Government and industry standards.
- g. Deploy DTS in three Phases:
 - 1) Phase I: Deploy to up to 21 Pilot Sites throughout DoD beginning 1st Quarter Fiscal Year 2002
 - 2) Phase II: Deploy to approximately 250 sites DoD wide, starting Fiscal Year 2003
 - 3) Phase III: Provide guidance and contract vehicle for Services and Agencies to purchase fielding and/or training support.

5.2 Contractor-NGMS

Under the direction of PMO-DTS, NGMS has responsibility for:

- a. Enabling user connectivity to the CDC for all activities worldwide.
- b. Conducting training for trainers and DTAs.
- c. Providing and maintaining system software to sites designated by the PMO-DTS.
- d. Providing a web-based version of the DTS to users with a web-browser, web access, and who have been established in the system by their DTAs. The contractor will also provide help desk support as described in Section 7.1, User Self Support

- e. Follow administrative setup policies for functional user representation for usability of the DTS.

5.3 Service and Agencies

The following are the key positions that the Services and Agencies are responsible for maintaining.

5.3.1 Service/Agency Representatives

Service/Agency headquarters have appointed representatives to facilitate the site fielding of the DTS within their respective domains. Representatives will assist in the efforts to:

- a. Support PMO-DTS in managing site fielding of DTS sites worldwide.
- b. Provide a Site POC for Phase I and Phase II dedicated to site fielding efforts.
- c. Develop Service/Agency site-specific task schedule that identifies required events for site fielding in accordance with this Plan.
- d. Provide liaison between PMO-DTS/NGMS and affected Service or Agency commands/activities during Site Pre-fielding, Site Fielding, and Post Site fielding processes.
- e. In coordination with the PMO-DTS and NGMS, develop a site deployment schedule for Phase I: Pilot Sites and Phase II: Primary Sites.
- f. Coordinate with tenant activities at site to ensure their inclusion of site fielding during Phase I and II.
- g. Provide Service/Agency specific processes and procedures

5.4 Sites

The following positions will be maintained by individual sites:

5.4.1 Authorizing Official

The Authorizing Official is the official at the operational level who has the responsibility for the mission and the authority to obligate funds to support the TDY travel for the mission. The Authorizing Official authorizes only travel necessary to accomplish the mission of the government. The Authorizing Official will:

- a. Identify organizations under his/her command or supervision.
- b. Ensure selected personnel have received the appropriate training and certifications to perform their responsibilities.
- c. Identify other personnel with whom he/she will interact in the performance of assigned duties to include DTA, Local Registration Authority, and travelers under his or her supervision.
- d. Obtain a digital signature.

5.4.2 Accountable Officials

Accountable Officials involved in the travel management process are located at various control points within an organization. The positions of Authorizing Officials, Certifying Officials, and

Finance Defense Travel Administration (FDTA) shall be designated in writing as Accountable Officials in the management of the TDY travel process as prescribed in the DoD Financial Management Regulation Volume 9 Chapter 2. Responsibilities of these officials are described separately below.

5.4.3 Budget/Finance

The Resource Manager, or finance office will:

- a. Establish and confirm the budget module for assigned organizations.
- b. Obtain digital signature and confirm that the budget/finance role has been assigned.
- c. Ensure proper Lines of Accounting are being loaded into the DTS.

5.4.4 Certifying Officer or Official

Certifying officers (CO) or officials shall validate the reasonableness of travel claims and certify vouchers for payment in accordance with criteria outlined in the DoD Financial Management Regulation. Certifying officials are individuals in an organization who have been authorized specifically, in writing, to certify claims for payment. An organization's resource manager must appoint Certifying Officials in writing, advising them of their pecuniary liability. CO appointees also need to demonstrate that they have passed the Certifying Officers Legislation course. An appointment letter and signature card shall be used to accomplish the appointment of both the Certifying Officer and the Accountable Official.

5.4.5 Designated Approving Authority (DAA)

This is the Official with the authority to formally assume responsibility for operating a system at an acceptable level of risk. This term is synonymous with designated accrediting authority and delegated accrediting authority. There may be DAAs at the site, at the command level, and at the service level.

The DAA must continuously review the system for compliance with the System Security Authorization Agreement (SSAA). During the Certification and Accreditation (C&A), the certifier, and certification team support the DAA. At other times, the DAA will be supported by the system Information Systems Security Officer (ISSO). The level and type of support will be defined by the organizations involved. During Phase I, the DAA is responsible for the activities shown below:

- a. Define accreditation requirements.
- b. Obtain a threat assessment for the system.
- c. Assign a Certifier to conduct vulnerability and risk assessments.
- d. Support the DoD Information Technology Security Certification and Accreditation Process (DITSCAP) tailoring and level of effort determination.
- e. Approve the SSAA.

5.4.6 Defense Travel Administration

The Defense Travel Administration is a Government function responsible for managing the administrative aspects of the travel process at an organizational level as determined by each Service or Agency. The DTA function, which may be performed by more than one person, typically oversees the domains of several authorizing officials. Generally, one person is responsible for maintenance of the system, with the assistance of other qualified personnel.

The Lead DTA (LDTA) is the person with overall responsibility, while supporting personnel are called DTAs. Some of the functions the DTA should perform are as follows:

- a. Identify organizations under its control
- b. Identify persons assigned relevant roles to support the DTS fielding in the areas of personnel administration, budgeting, finance, information systems, computer security, Local Registration Authorities (LRAs), Authorizing Officials, and transportation.
- c. Confirm connectivity with these individuals
- d. Provide the names of the individuals that need to obtain digital signatures the appropriate personnel.
- e. Obtain personal digital signatures in order to access the CDC to perform database loading tasks
- f. Input lines of accounting into the system with the assistance of the finance team member of the site deployment team.
- g. Assign lines of accounting to AOs and travelers through the use of labels
- h. Establish budget for each LOA in DTS
- i. Reconcile budget modules with official fund control data found external to DTS.
- j. Identify travelers in each assigned organization
- k. Enter travelers in database
- l. Serve as quality assurance evaluator for CTO support functions provided to the installations and bases

5.4.7 Finance Defense Travel Administration (FDTA)

The FDTA can be any member of the budget resource management, or accounting and finance office for an organization. There will be at least one FDTA for each DTS site. They are responsible for maintaining the Lines of Accounting (LOA) and assigning them to the correct organization. For each LOA in an organization, the FDTA will create a budget within the DTS. They must ensure the LOAs are Properly named and in the correct format. More details of the FDTAs responsibilities and duties can be found in the Defense Travel System Finance Guide maintained by the PMO-DTS.

5.4.8 Local Registration Authority

The Local Registration Authority (LRA) assigns distinct names for each traveler in his or her organization(s) to be registered in the public key infrastructure that supports digital signature certificates. The Registration Authority, as defined by DISA, will be responsible for approving Local Registration Authorities. The Local Registration Authority will:

- a. Utilize the procedures developed by DISA for issuance and storage of digital signature diskettes
- b. Create one-time passwords and unique user IDs for system users from information provided by the Registration Authority.

5.4.9 Primary Site POC

The primary Site POC has overall responsibility and accountability for all site-related requirements that are necessary to successfully field the system at his/her site. The POC will see that activities necessary to achieve the objective are resolved, including all site-related technical, administrative, and/or operational problems and conflicts. The Services and Agencies will have the responsibility of identifying Site POCs.

The Site Leadership will:

- a. Assign a knowledgeable POC who will act as a liaison between the deployment team and the activity for all planning, arrivals, access, and completion of checklists required for the site fielding. This individual also must be actively involved in the fielding process and serve as the resident POC for follow-up actions after completion of the fielding and departure of the Fielding Team. This individual would correspond regularly with a member of the Fielding Team. It is recommended that the site select an individual with at least a one-year retention in the organization upon completion of the fielding.
- b. Coordinate with each tenant organization or subordinate unit to:
 - 1. Identify a POC for managing site fielding requirements.
 - 2. Provide administrative information to the Site POC.
- c. Coordinate with the Fielding Team and Service/Agency Representative to prepare a site fielding event schedule to minimize any adverse affects on the site's daily operations.
- d. Arrange adequate accommodations at the installation site for work groups, briefings, and discussions. For primary sites, the POC will also secure a work area for the Fielding Team and arrange for the necessary equipment to support large meetings, training and briefings for senior staff. The work area should be large enough to support as many as six personnel from Fielding Team for as long as two weeks. Typical equipment requests for meetings or briefings might include such items as an overhead projector, a flip chart, and access to a copy machine and a telephone with speakerphone capability.
- e. Provide local assessment of information technology capability.
- f. Serve as liaison with the local DAA or Information Assurance officer to ensure timely approval of DTS.

5.4.10 Quality Assurance Evaluator

The Quality Assurance Evaluator (QAE) will be a qualified individual selected by the local command, activity, or site to monitor, evaluate, and accept CTO contract services. This person will provide technical and managerial oversight. In addition this person will possess technical knowledge and experience sufficient to enable him/her to observe contractor performance as well as make the determination whether the service does or does not meet contract standards. This representative will manage contractual issues related to the fielding of the DTS at the local site, including the transitional activities required to successfully migrate from the current commercial travel service provider to the new provider by the site system startup.

5.4.11 Site Fielding Team Members

Each Service or Agency will assign personnel from their office to assist the Fielding Teams at each site. Other personnel from the site will be assigned as necessary to assist in the fielding efforts. Members of this team include the DTA, FDTA, LRA, POC, and QAE. Other team members may be added as necessary to include: transportation, personnel, finance, administrative, and command, control, communications, computers, and intelligence. It is imperative that the personnel assigned to this team are dedicated full time throughout the deployment period.

Some teams will be centrally managed from headquarters level, while others may be primarily local. The absolute success of the DTS fielding relies on the preparation for the fielding as well as support during the fielding.

5.4.12 Transportation Officer (TO)/Passenger Travel Specialist

The TO or passenger travel specialist will provide efficient, responsive, and quality transportation services within the assigned geographic area of responsibility and will ensure compliance with governing laws, directives, and regulations. The TO will provide technical direction, management, and evaluation of the traffic management aspect of the DoD passenger transportation movement program within the assigned geographic area of responsibility.

5.4.13 Traveler

The traveler will:

- a. Learn to use the system to perform basic tasks and functions so that they may:
 - 1) Initiate a travel request
 - 2) Submit proposed arrangements for AO
 - 3) Digitally sign travel claims
- b. Use web-based and computer-based training resources to enhance functional knowledge
- c. Obtain and safeguard his/her digital signature diskette
- d. Enter the purpose, arrangement information, and justification for any exceptions to policy for each trip
- f. Maintain preferences, such as seating and local airport preferences, in their traveler profile.

- g. Ensure accuracy of personal data, to include mileage between residence and airport, email address, bank checking/routing numbers, government charge card account number, etc.

6 DTS TRAINING

The PMO-DTS and NGMS have developed a comprehensive training program for DTS users. The program includes training for personnel designated as DTS trainers at a site and for personnel designated as DTAs.

The same training is available for all sites, however the PMO-DTS will coordinate and pay for training only for Phase I and Phase II sites. Phase III sites are responsible for funding and scheduling their training.

Detailed information is available on the DTS website (www.defensetravel.osd.mil/) in the Training Concept of Operations.

7 DTS SETUP

The success of each site fielding depends on the readiness and diligence of planners and the participation of site fielding team members in customizing the site's fielding plan. A group of key local site personnel should be identified at each site to develop the detailed plans for the fielding DTS at that site. The key to successfully fielding DTS depends on establishing an effective DTA team at each site. This is a Service or Agency and site responsibility and the number of DTAs may vary depending upon-site requirements. The Fielding Team will be onsite to assist in an advisory role.

7.1 Approach

The DTS Site LDTA must establish an approach that maintains the site's data, including user profiles, organizational hierarchy, routing, groups, Lines of Accounting, per diem rates, etc. A list of the responsibilities for the DTA can be found in Section 5: Roles and Responsibilities. The individuals responsible for these tasks will need to be identified at the site level.

The DTA is an administrative function run by personnel with knowledge of the specific areas to which they are assigned. The administration is typically comprised of, but not limited to a LDTA, a Site POC, FDTA, training, transportation, information technology/management, communications, security, organizational/unit personnel, and public affairs personnel. The site LDTA typically has overall responsibility for DTS at the site and supervises the local Tier 2 Help Desk. Subordinate organizations/units may also have personnel assigned that provide support in the administration and maintenance of the system.

The local Site POC or LDTA has a major role in implementing the DTS. A significant number of activities have to be accomplished by the DTA and synchronized to ensure a smooth startup of DTS. The Site POC/LDTA will typically be assisted by a Service Representative, and the Fielding Team for the site.

7.2 Setup Planning

The planning process is a key activity for identifying the information necessary to setup the software. The process begins prior to the Fielding Team going to a site. After the LDTAs are trained on the DTS, the Fielding Team will supply them with the appropriate information so that they can begin developing their business processes and the personnel data sheets for use in DTS.

The LDTA should also determine any Service/Agency guidance and policy that might affect DTS setup. This could include such topics as use of the individual travel card (Individually Billed Account [IBA]) versus Central Billed Accounts [CBA], AO handling of pre-audit failures, "arrangements only" processing, Permanent Change of Station [PCS], DADS non-availability), and the budget module reconciliation process.

The key subject areas where information gathering needs to occur include, but are not limited to:

- Documenting key information for the organizations
- Identifying subordinate organization DTAs, AOs, reviewers and COs.
- Establishing the Certifying Officer appointment process
- Determining the process to capture Unit Identification Number (UIN) information from the PKI process

- Obtaining personal information from each user/traveler
- Confirming policy on use of government issued charge cards and CBAs
- Establishing structures for organizations, routing lists, groups, and budgets

The Fielding Team will work with the LDTA and other site DTA personnel to assist in the data gathering. It will be up to the site to manage the data gathering process. The site DTA needs to also accomplish the personnel data download preparatory actions to establish a UIC list for the traveler personnel information file from the DMDC or other databases in formats that are compatible with Microsoft Excel. The Fielding Team will be responsible for loading the data into DTS.

The Commercial Travel Office (CTO) provides some key information that is required to complete each organization setup in DTS. The CTO also records site-specific information in the “company profile” located in the Global Distribution System (GDS). The company profile contains local addresses, POC’s, and local policies. The site DTA needs to ensure the CTO and Transportation Officer coordinate on the company profile. If the fielding of DTS is concurrent with the startup of a new travel contract, the CTO typically will provide travel seminars just before startup to acquaint site personnel with their services, such as contact numbers, ticketing procedures, after-hours policies, etc.

The site DTA will accomplish administrative setup actions in the DTS. The site will accomplish the pre-upload setup tasks of creating organizations, naming groups, and naming routing lists. In addition, the site will create the upload UIC data that relates the UIC in each persons record to the organization name/groups/and routing list entries. At completion, this data can be automatically uploaded into the CDC. After the upload, the system administration setup tasks involve assigning routing officials, completing routing lists, resolving upload rejects, adding personnel not in the upload, and deleting personnel no longer assigned to the site.

The NGMS Defense Travel Administration Guide, Appendix S, DTA Process Overview and Working Templates provides planning templates that should be used to plan the organizational structure, identify subordinate DTA’s, Authorizing and other routing list officials, group structures, and other key setup considerations. Using these templates will make the data transfer more effective.

7.2.1 Personnel Data Download

The personnel data download is the process by which the site obtains personal data for use in developing traveler profiles. Personnel data can be obtained from a variety of DoD sources, such as the Defense Manpower Database Center (DMDC) or the Marine Corps Total Force System (MCTFS).

Prior to the data download of personal information, the local DTA must have completed the following:

- Provided the PMO-DTS/NGMS Site Fielding Team Lead with the information necessary to request personnel data. This information could be user’s social security numbers, Unit Identification Codes of units using DTS, or zip-codes for the geographic region where DTS is being fielded.
- Created the site’s organization structure in the system
- Established groups and routing lists in the system to be used during the upload

- Creating a correctly formatted UIC cross reference spreadsheet for NGMS use during the upload

The data download relies on applying some basic defaults and merging personnel information file with two locally generated products. The basic defaults assigned to all individuals are: permission level of 0 (traveler), group access of “None”, booking number, tech status, and MIL/CIV indicator. The two locally generated products are: static data that is applicable to each personal profile at the site (time zone, DTA ID, etc.) and a UIC cross-reference excel spreadsheet. The Fielding Team uses the spreadsheet to assign organizations, up to five groups, a routing list name, and the organization address to each traveler based on their UIC.

Executed correctly, this will complete the typical traveler DTS personal information profile without the DTA having to access each traveler’s detailed information profile. However, the DTA does have to make a single entry of the digital certificate Unit Identification Number (UIN) for each user in the user table to grant log on access to the system.

Data upload actions required by the DTA include the entering of the UIN, adjusting the default routing list, permission level, and group access for AO’s and other routing list officials. The DTA will also have to examine the users in each organization and manually enter those users not included in the DMDC file.

It is particularly important each traveler validates their personal information, addresses and account information upon their first login on DTS and makes corrections when necessary. The traveler should notify the DTA if any problems arise. There is a traveler profile checklist available on the DTS website under the deployment page, Document Library. This provides the DTA with a process for verifying the completeness of a traveler’s individual profile. Finally, the DTA should convert unknown or departed personnel included in the upload to a “None” organization status.

7.2.2 Business Process Review

As previously stated, an important component of the DTS setup process is the reviewing of business processes and the establishing of new processes if needed. The Fielding Team will facilitate a meeting with the site core team to document the current business processes, and then define the business process with the DTS. It is important to review the current processes in order to ensure all understand the processes prior to making decisions that could impact the setup of DTS.

Once a site’s DTA have attended DTA training, a meeting will be conducted at the site by the PMO-DTS, for the purpose of analyzing and properly aligning travel business processes for use with the DTS. The first half of the meeting will concentrate on analyzing the site’s “as-is” travel business processes. The second half of the meeting will concentrate on the revised process that must be implemented with the DTS fielding. In preparation for the first meeting, the site’s POC must identify a person to take responsibility for conducting the business process analysis for the site. There are actions that need to be completed before the Business Process team arrives on site. Please refer to the Business Process Guide, available on the DTS website (www.defensetravel.osd.mil/).

Once all are in agreement on the current business processes including the routing schemes for document approval, it is necessary to review them from the automated perspective. There are issues that need to be resolved prior to conducting the DTS setup process. These include, but are not limited to:

- Identifying and determining if local business processes remain the same or need to be altered due to DTS fielding.
- Determining if the routing schemes remain the same using DTS or should new routing schemes be established.

7.2.3 Life Cycle Performance Measurement

The Department of Defense is transitioning from the current travel administration process to DTS. The department estimates intangible benefits of \$302 million and cost savings of \$66 million department wide, which are to be gained annually by implementing DTS. The benefits and savings to be gained at each location will vary depending upon the complexity of the process used prior to DTS implementation and the number of personnel that continue to be involved in the travel administration process.

To measure the benefits and savings at Pilot Sites, the PMO-DTS has contracted for Life Cycle Performance Measurement (LCPM) services. The LCPM is an optional service available to current sites via the Optional Services Catalog,

A complete description of the LCPM can be found in the Business Process Guide.

7.2.4 Lines of Accounting

A site's travel Lines of Accounting (LOA) are key pieces of information required for site setup. For each site fielding, the DTS is required to have all travel LOAs loaded into the system that are applicable to the site. When requested by the site, DFAS will provide a file of all travel LOAs downloaded from the appropriate DFAS accounting systems. This is a time-consuming process that is complex and tedious when performed manually. The PMO-DTS, with guidance from DFAS, has developed a separate non-DTS utility (known as the DTS LOA entry tool) to assist DTAs in an automated entry of LOAs into the system.

Detailed instructions for managing all aspect of this process and other finance and accounting functions can be found in the Defense Travel System Finance Guide maintained on the PMO-DTS website listed in Section 10.3, Appendix C: References.

8 OPERATIONAL HANDOFF

Operational handoff refers to the completion of necessary DTS fielding actions on a site and commencement of regular DTS operations. Operational handoff occurs when it is determined that DTS operates as designed at a site, and when a core set of organizations is able to use DTS for TDY travel.

In general, the Fielding Team will setup user profiles in DTS for an entire installation, but will only train personnel from a core group of organizations. The Operational Handoff transfers responsibility for fielding the remaining organizations from the Fielding Team to the Site. The Site becomes responsible for training additional users, as well as for developing business processes flows and policies and procedures for remaining organizations.

The PMO-DTS Operations Branch will remain engaged during this time to assist the site as it propagates DTS, and also to address any operational issues that may arise. The PMO-DTS Fielding Branch will no longer be the main POC for site personnel.

9 HELP DESK

The focus of the DTS support structure is to provide a high level of customer service while handling problem inquiries at the lowest level possible with a minimum amount of escalation points.

The PMO-DTS recommends that sites use existing help desks as much as possible. Many sites may not have operational help desks; in those cases, the PMO-DTS recommends the following help desk structure:

- Tier 1 - Assistance at the user's immediate level, provided by their peers and available documentation. ("User" refers to the traveler and any others entering travel requests for the traveler, to include travel clerks, Authorizing Officials and Certifying Officials).
- Tier 2 - Assistance at the site or installation level, provided by the DTS experts onsite (DTAs, finance personnel, budget personnel, etc.).
- Tier 3 – Assistance at a centralized help desk, staffed by NGMS, and supported by the PMO-DTS, DISA, and DFAS. This level of expertise will provide expert assistance for software issues (NGMS), Unclassified but sensitive Internet Protocol Network (NIPRNET) issues (DISA), financial problems (Defense Finance and Accounting Service, i.e. DFAS), and policy questions (PMO-DTS).

The central objective of the three levels of assistance is to ensure superior customer service by resolving customer problems, inquiries, and issues at the lowest level possible. Accordingly, most problems should be resolved at the user's immediate level.

A detailed description of help desk operations and the support available to users and help desk personnel can be found in the Help Desk Concept of Operations, located on the DTS website (www.defensetravel.osd.mil/).

10 APPENDICES

10.1 Appendix A: Acronyms and Abbreviations

ADP	Automatic Data Processing
ADSN	Accounting and Disbursing Station Number
AO	Authorizing Official
CA	Certificate Authority
CAC	Common Access Card
CBA	Centrally Billed Account
CBT	Computer Based Training
CDC	Central Data Center
CD-ROM	Compact Disk - Read Only Memory
CIO	Chief Information Officer
CO	Certifying Official
COL	Certifying Officer Legislation
CTO	Commercial Travel Office
DAA	Designated Approving Authority
DADS	Defense Accounting and Disbursement Systems
DEBX	Defense Electronic Business Exchange System
DeCA	Defense Commissary Agency
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Agency
DITSCAP	DoD Information Technology Security Certification and Accreditation Process
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DoDFMR	DoD Financial Management Regulation
DSN	Defense Switching Network
DTA	Defense Travel Administration
DTR	Defense Travel Region
DTS	Defense Travel System
DTS-Limited	Defense Travel System - Limited
EC/EDI	Electronic Commerce/Electronic Data Interchange
EFT	Electronic Funds Transfer
EWTS	Enterprise Wide Training System
FAQ	Frequently Asked Questions
FDTA	Finance Defense Travel Administration
FSN	Fiscal Station Number
FY	Fiscal Year
GDS	Global Distribution System
IBA	Individually Billed Account
ID	Identification
IA	Information Assurance
ISP	Internet Service Provider
ISSO	Information System Security Officer

JFTR	Joint Federal Travel Regulation
JTR	Joint Travel Regulation
kpbs	kilobytes per second
LAN	Local Area Network
LCPM	Life Cycle Performance Measurement
LDTA	Lead Defense Travel Administration
LOA	Lines of Accounting
LRA	Local Registration Authority
MB	Megabyte
MCEB	Military Communications and Electronics Board
MCTFS	Marine Corps Total Force System
MOA	Memorandum of Agreement
NIMA	National Imagery and Mapping Agency
NIPRNET	Non-secure Internet Protocol Routing Network
NMCI	Navy / Marine Corps Intranet
OA	Operational Assessment
ODTA	Organizational Defense Travel Administration
OSC	Optional Services Catalog
PAO	Public Affairs Office
PC	Personal Computer
PCS	Permanent Change of Station
PKI	Public Key Infrastructure
PMO-DTS	Program Management Office – Defense Travel System
POC	Point of Contact
PPP	Point-to-Point Protocol
QAE	Quality Assurance Evaluator
RA	Registration Authority
RAM	Random Access Memory
ROTC	Reserve Officers' Training Corps
SSAA	System Security Authorization Agreement
SSL	Secure Socket Layer
TAD	Temporary Additional Duty
TDY	Temporary Duty
TO	Transportation Officer
UIC	Unit Identification Code
UIN	Unique Identification Number
VO	Verifying Official

10.2 Appendix B: Change Management Process

This is a key process that will assist in making each deployment effort more successful. Knowing how a DTS fielding organization deals with change can help all members of the Site Fielding Team plan realistically and manage their own and others' expectations of how the new DTS will affect their organization. Below are activities that the LDTA and the DTS Site Fielding team can conduct to assess the organization's readiness for implementing the DTS and prepare personnel at a site for the changes involved with a system fielding. Strong efforts must be put forth to obtain buy-in at all levels of an organization using the appropriate method based on a readiness assessment.

10.2.1 Stakeholders Analysis Steps

First, identify the major internal and external stakeholders, from the site and other organizations, that have a vested interest in the DTS site fielding.

Next, obtain information about how stakeholders view the DTS site fielding through surveys, focus groups and interviews of the representatives from the stakeholders group.

Then analyze the data to identify the decisions makers, key players, major concerns, preferences, constraints related to schedule, cost, and resources.

Finally, outline a fielding strategy based on results of your analysis and develop a plan on how DTS fielding personnel should respond to the stakeholder's interests, needs and concerns. Responses may include: providing more information to them on enhancing training, acquiring better hardware, modifying help desk operations, etc.

10.2.2 Readiness for Change

Determining a site's readiness for change includes estimating the impact of other components involved in the deployment operation. This includes but is not limited to: number of people affected, process changes, technology requirements, and periods of high activity.

10.2.3 Organizing for Change

Activities that must be done to ensure a successful change management process include the following:

- Conduct Formal Baseline Assessment - External pressures and demands may change the gaining organizations' ability to effectively absorb the fielding activities. Monitoring readiness involves conducting a formal baseline assessment early for every organization level and site.
- Perform Baseline Reassessment – During each periodic review of the deployment process, a reassessment of the baseline is discussed. This information and analysis should provide the PMO-DTS data to calibrate change and transition so that plans stay on course and resistance does not increase disproportionately.
- Manage Conflicting Events - Identification of other conflicting events will provide an early measure of readiness for change. The operations group of an organization will identify possible conflicts. If the organization is saturated by other change efforts, the PMO-DTS and Leadership must decide whether fielding at the site can be effective.

10.2.4 Establish Steering Groups and Outreach Program

A key temporary structure that must be established for providing leadership is an executive steering committee organized at the DoD Service Level including Other Defense Agencies (ODAs). Other teams will be formed, such as advisory panels or process action teams. In managing change, leaders must understand that the process varies by organization, and they should be sensitive to the culture of the organization when designing and fine tuning an outreach program to obtain and encourage buy-in to the DTS plan at all levels of an organization. Key individuals that must be involved in the change management process should include: the site Commander, Union representatives, and the Public Affairs Officer (PAO).